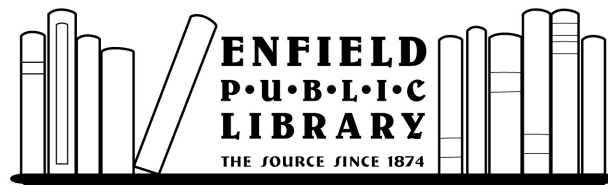




# *Embracing the Future*



A plan for the future of the Enfield Public Library  
submitted to  
The Enfield Town Council  
by  
The Enfield Public Library Long Range Planning Committee

October 3, 2005



## **Planning Team:**

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## The Planning Context:

Over the past 5 years a number of initiatives have been undertaken at the Enfield Public Library. The initiatives have included all aspects of the library's operation. They have produced many positive results. Circulation is up over 50%, program attendance is up over 60%, attendance up by 20%, the Pearl Street Branch alone seeing over a 300% increase in attendance. In addition, the facility has been rearranged to maximize existing space and improvements to the physical plant were undertaken, new programs and services have been created and the library was recognized with a state award in 2003.

At the same time, the library has been working with staffing levels hardly changed since 1968, a central library facility approaching 40 years old with inadequate space for modern library services and a purchased services portion of the budget that has increased by only \$6,350 in the last 5 years.

As such, the Enfield Public Library is at an impasse. As a result, a long range service plan has been developed as a way to provide a road map on how to break that impasse.

## The Planning Process:

After obtaining monies through an LSTA Grant to cover costs for a Long Range Planning Study, the Enfield Public Library created a Long Range Planning Committee of active community members. The members selected the consulting firm of Chris Casey Concepts to facilitate all activities, and under the consultants direction viewed current services and goals, reviewed community feedback, and set forth goals and objectives that describe future trends for the Enfield Public Library. The committee reviewed mounds of historical information, surveyed townspeople, and visited other libraries to formulate a plan for future development and service.

The historical review gave the Committee a true picture of the library as it currently exists. The surveys and focus groups offered information about the library that the community envisions, and the final goals and service responses are an integration of both which delineate and interpret all of the information into a plan of action for the future. This plan of action developed into a long range plan of specific responses to general goals and objectives. A new model for library service that would enable Enfield residents to obtain service through the existing structure of a central library facility and the Pearl Street Branch, reinforced the best that each has to offer.

During the last nine months, they:








Visited both branches of the Enfield Public Library.



## Embracing the Future: a long range plan for the Enfield Public Library








-  Researched the demographics of Enfield and surrounding communities.
-  Visited other libraries with town demographics comparable to Enfield.
-  Compared the services and facilities of the Enfield Public Library with libraries in other towns.
-  Conducted focus groups with community residents to learn how libraries currently meet or don't meet their needs.
-  Met with library staff members to determine areas where library service could improve.



## Community Needs:

The committee conducted public forums to ascertain ideas for improved service from town residents.

Among their suggestions were the following:

-  Provide more space for quiet study areas, group meeting rooms and popular children's programs.
-  Increase the use of information technology and provide additional user opportunities for training in information access and retrieval.
-  Expand hours of service to include Sunday hours.
-  Increase collections including materials for young adults, periodical subscriptions, bestseller copies and audio books.
-  Expand services and programs offered to children, young adults and their parents as well as the growing senior population.





A Touch Screen Survey zeroed in on the services that the community members value most.

-  78% of residents feel right at home and/or find the library warm and welcoming.
-  81% use the library to borrow books, 62% to do research and 61% to borrow movies and music.






## Embracing the Future: a long range plan for the Enfield Public Library



-  93% feel they have benefited by using the library.
-  81% consider the library family oriented and 21% think of it as a “cool place to hang out”, only 5% felt it was out of step with what they need.
-  Overwhelming majorities found library services very good or excellent in all categories.
-  New services most desired are a café, quiet areas, study rooms and delivery to the homebound.

## Planning Outcomes:

The Long Range Planning Committee met weekly, biweekly, and through email to exchange information in consultation with Chris Casey Concepts. These meetings:

-  Incorporated ideas from *The New Planning for Results* by Sandra Nelson to identify the strengths, weaknesses, opportunities and threats to future library service in Enfield.
-  Examined various stakeholders, future technologies, community diversity and current trends in Enfield.
-  Produced goals and objectives with measurable service responses to those objectives to guide the library for the next five years.



## Goals Summary:

The Enfield Public Library's mission is to provide multiple resources to meet the educational, cultural, recreational and technological needs of the community. Through excellent customer service, they offer equitable access to all and create a friendly and safe atmosphere of learning.

The Enfield Public Library's goals for the next five years are as follows:

1. Residents will have access to materials and resources needed to achieve literacy regardless of individual limitations including underprivileged/homebound and disabled individuals.
2. All library users will have a more available and comfortable place to read and learn.
3. In-depth collections of materials will be available for library users that provide information on the cultural heritage of the community, as well as, other cultures.
4. The library will provide resources in many formats including programs and special displays that encourage cultural learning.
5. Residents will have access to resources and services that reflect the cultural heritage of populations in the library service area.
6. Residents will have materials, programs, and services to support their personal growth and self-education.
7. Children will enjoy a welcoming atmosphere in the Children's Room and have access to materials and programming to encourage and nurture the love of reading and life-long learning.
8. Young adults will have the resources and services to develop as readers, and the supplemental materials needed for school assignments.
9. Patrons and staff will receive training to feel comfortable and competent in their ability to use and evaluate electronic resources.
10. Patrons will have available to them electronic resources needed to prepare for lifelong learning.
11. The library will promote its value to the business community.



12. Adults will have materials and services available to meet the residents' desire for information on current, high-interest topics and to provide satisfying recreational experiences; these materials and services will reflect openness to all segments of the community.
13. Children and teens will have high-interest materials and services to stimulate their imaginations and to encourage them to read for pleasure; these materials and services will reflect openness to all segments of the community.
14. The library will provide public space for meeting and gathering that is recognized as inviting, neutral and safe by all individuals and groups in the community.
15. The library will provide electronic means of assembling, including video technology.



## **Goals & Objectives**

### **Service Response – Basic Literacy**

A library that offers Basic Literacy service addresses the need to read and to perform other essential daily tasks.

*Goal# 1 Residents will have access to materials and resources needed to achieve literacy regardless of individual limitations including underprivileged/homebound and disabled individuals*

**Objectives: Additional English-as-a-second language materials will be purchased.**

1. Each year, \$1,000 will be allocated to purchase materials in all formats, beginning in year two.

**The library will participate fully in Connecticut's early literacy initiative.**

1. The head of Children/Teen services will serve on the school readiness committee beginning year one.
2. One additional rhyme time program will be established by year three.
3. Additional early literacy programs will be added as staffing becomes available.

**Partnerships and collaborations will be formed with outside organizations.**

1. Head of Children/Teen Services will serve on the town committee for early literacy planning beginning year one.
2. In year four, examine literacy partnering opportunities with area literacy organizations.
3. In year five, expand any developed programming to Pearl Street Library Branch.

**The exam preparation collection will be expanded in all types of media.**

1. We will allocate \$500.00 to exam prep materials beginning with the 2005-06 budget.
2. Online exam preparation materials will be purchased by year three.





**A collection of high interest/low reading level books will be started.**

1. A core Literacy Collection will be developed taking books from our existing collection and earmarking them for recataloging and adding new materials specially designed for literacy support. \$2,500 will be allocated in year one for this purpose.
2. Each year, thereafter, the collection will be updated and maintained.
3. As the collection grows, space will be sought to house the information. This will be reviewed by a space planning committee that will be established in year one.

**A homebound delivery system will be developed.**

1. Year one a plan for outreach and homebound services will be developed.
2. Funding will be sought in year two to allocate the necessary resources and staffing, either through LSTA or Hartford Foundation for Public Giving.
3. By year three, begin the process of visiting targeted organizations and delivering materials via prescribed method.

**The adaptive technology needed to service the community will be purchased.**

1. Write an LSTA Grant in year one to accommodate the purchase of adaptive technology.
2. Introduce matching funds into budget for year two.
3. Purchase the Adaptive Technology Equipment with grant funds and town budget during 2007-08 fiscal year.

**Reference service will be available 24/7.**

1. Investigate various 24/7 reference products during 2005-06 budget year.
2. Subscribe to free trials of various systems on the market in year one.
3. Purchase a 24/7 subscription product for reference service after hours in year two.
4. Based upon usage, feedback and requests evaluate the effectiveness of the service and redistribute materials budget as necessary beginning year three.

**Materials, in all media types, needed by the underprivileged/homebound/disabled, will be purchased.**

1. Budget materials according to need indicated through requests for service, suggestions and questionnaire responses solicited during year two.

**Increase the number of databases available to the public.**



1. Study yearly statistical report of current database subscriptions to evaluate unmet subject needs beginning year one.
2. Each year budget increases will be requested for one additional on-line database subscription beginning year two.

**Increase ways patrons can ask reference questions; such as IM and Chat rooms.**

1. Survey other libraries beginning year one.
2. Expand reference services beyond current boundaries beginning year three.

**Increase the number of public access workstations to fulfill demand.**

1. Coordinate with Information Technology Department for budget increases necessary to add additional workstations in year four.
2. Set up a Library Space Planning Committee during year one.
3. Present space needs to Council during year two.
4. Hire an architect to help design space needs during year three.
5. Request a referendum question for year three or four.

**Reference Staff will be increased and reorganized.**

1. Request will be made for an additional fulltime reference staff person to alleviate the impact on increase in reference activity by year three.

*Goal #2 All library users will have a more available and comfortable place to read and learn.*

**Objectives: Quiet study rooms will be created.**

1. Set-up a Library Space Planning Committee during year one.
2. Present space needs to Council during year two.
3. Hire an architect to help design space needs during year three.
4. Request a referendum question by year three or four.

**Comfortable reading/study areas will be available.**

1. Set-up a Library Space Planning Committee during year one.
2. Present space needs to Council during year two.
3. Hire an architect to help design space needs during year three.
4. Request a referendum question by year three or four.

**Audio/video devices, with appropriate usage space, will be provided.**



1. Set-up a Library Space Planning Committee during year one.
2. Present space needs to Council during year two.
3. Hire an architect to help design space needs during year three.
4. Request a referendum question by year three or four.

**The library will be open seven days a week.**

1. Starting year one investigate the question of opening on Sunday.
  - a. Year one survey other libraries.
  - b. Year one review the literature.
  - c. Year two negotiate with unions as necessary.
  - d. Year three allocate budget for Sunday opening.

**Expand library services beyond current boundaries.**

1. Explore the need for additional branches, bookmobile, deposit collections and 24/7 online collections as a way to make library services available to more town residents by year three.
2. Set up a Library Space Planning Committee during year one.
3. Present space needs to Council during year two.
4. Hire an architect to help design space needs during year three.
5. Request a referendum question by year three or four.

## **Service Response - Cultural Awareness**

A library that offers Cultural Awareness service encourages community residents to gain an understanding of their own cultural heritage and the cultural heritage of others.

*Goal #1      In-depth collections of materials will be available for library users that provide information on the cultural heritage of the community, as well as, other cultures.*

Objectives: **Library collections will be made available in languages other than English.**

1. Concentrate efforts to improve the language collection during year one.
2. Year two, study circulation statistics for language materials to verify usage.
3. Purchase and update multilingual materials collection as indicated by study in year four.



**Local history resources will be enhanced.**

1. Increase materials budget to allow for increased purchases in year three.
2. Analyze space necessary to house collection in year three.
3. Set up Library Space Planning Committee during year one.
4. Present space needs to Council during year two.
5. Hire an architect to help design space needs during year three.
6. Request a referendum question by year three or four.

**Library will collect materials on cultures and countries around the world.**

1. Study circulation statistics to verify usage of current cultural materials by year four.
2. Increase materials budget to allow for increased purchases in year five.

*Goal #2      The library will provide resources in many formats including programs and special displays that encourage cultural learning.*

**Objectives:      Cultural performances and exhibits will be held.**

1. Set up a Library Space Planning Committee during year one.
2. Present space needs to Council during year two.
3. Hire an architect to help design space needs during year three.
4. Request a referendum question by year three or four.

**New partnerships will be established with outside cultural organizations and existing partnerships will be strengthened.**

1. Strengthen partnerships with Cultural Arts Committee beginning year one.
2. The World of Words programming through the Center for the Book at the Library of Congress will continue.
3. Ethnic organizations will be approached to establish collaborations in cultural programming by year five.

*Goal #3      Residents will have access to resources and services that reflect the cultural heritage of populations in the library service area.*

**Objectives:      There will be an initiative established to attract an ethnically diverse staff based upon town needs.**

1. Library will work with Human Resources to promote a more diverse workforce beginning year one.



**The library will be a gateway to cultural awareness.**

1. The library will hire culturally diverse performers for all programs beginning year one.

## **Service Response – Lifelong Learning**

A library that provides Lifelong Learning service helps address the desire for self-directed personal growth and development opportunities.

*Goal #1 Residents will have materials, programs, and services to support their personal growth and self-education.*

**Objectives: Library collections, in all departments, will be evaluated and made relevant and current.**

1. A collection development team will be formed in year one.
2. Entire collection will be analyzed and weeded as necessary.
3. Year two budget will be reallocated as analysis dictates.

**New materials in all formats will be promoted through lists and the library website.**

1. Emphasis will be given to promotional materials designed to highlight the diverse library collections in year one.

**The library will provide meeting space for discussion groups, book clubs and other programs.**

1. Set-up a Library Space Planning Committee during year one.
2. Present space needs to Council during year two.
3. Hire an architect to help design space needs during year three.
4. Request a referendum question by year three or four.

*Goal #2 Children will enjoy a welcoming atmosphere in the Children's Room and have access to materials and programming to encourage and nurture the love of reading and life-long learning.*

**Objectives: Children's programming will be made available to all interested children.**

1. Evaluate staffing needs in year three.
2. Request additional staff as dictated by needs study in year four.



**Space will be made available to accommodate all children interested in attending programs.**

1. Set up a Library Space Planning Committee during year one.
2. Present space needs to Council during year two.
3. Hire an architect to help design space needs during year three.
4. Request a referendum question by year three or four.

**Make story time an integral part of the library's early literacy program, expanding as demand dictates.**

1. Add one additional rhyme time program by year three.
2. Evaluate present story time in year two.
3. Adjust and add story times based on findings, and availability of staff in year four.
4. Develop initiatives that highlight to the public the role the library plays in "No Child Left Behind" performance by year three.

**Area will be made available to accommodate and promote creativity and craft skills.**

1. Set up a Library Space Planning Committee during year one.
2. Present space needs to Council during year two.
3. Hire an architect to help design space needs during year three.
4. Request a referendum question by year three or four.

*Goal #3      Young adults will have the resources and services to develop as readers, and the supplemental materials needed for school assignments.*

**Objectives:      Collections of materials and programs will be developed to attract young adults as regular library users.**

1. The Head of Children and Teen Services will work closely with Teen Advisory Board to generate plan of action in year one.

**A comfortable/welcoming area will be created to accommodate young adults.**

1. Set up a Library Space Planning Committee during year one.
2. Present space needs to Council during year two.
3. Hire an architect to help design space needs during year three.
4. Request a referendum question by year three or four.



**Materials needed to help complete school assignments will be acquired.**

1. Strengthen collaborative communication between Head of Children and Teen Services and schools in year one.
2. Materials budget will be increased by at least 5% to allow for acquisition of school related materials by year three.

**Programs of interest that coincide with current school curriculum will be developed.**

1. Work with Teen Advisory Board and schools, use acquired knowledge to determine program needs in year four.

## **Service Response – Information Literacy**

A library that provides Information Literacy service helps address the need for skills related to finding, evaluating, and using information effectively.

*Goal #1      Patrons and staff will receive training to feel comfortable and competent in their ability to use and evaluate electronic resources.*

**Objectives: Enhance the enrollment in current Techno Topics.**

1. Review statistical data on previous Techno Topic classes to see where to repeat topics, or expand on information already presented in year one.
2. Experiment with different times programs are being offered in year two.
3. Survey attendees to see what other classes are desired in year one.
4. Report findings of the review and survey, and implement ideas gleaned from the study during year two.

**Develop various “how to” manuals for computer catalogs, reference resources, Internet, email and buying and selling on the Internet.**

1. Produce paper manual from online published resources by year four.

**Library staff will stay up-to-date with current trends in electronic resources as they relate to learning.**

1. All staff members will be expected to attend at least two training sessions per year on current trends in technology beginning in year one.



*Goal #2      Patrons will have available the electronic resources needed to prepare them for lifelong learning.*

**Objectives:      Electronic equipment will be increased and upgraded to eliminate lengthy waiting times currently being experienced.**

1. Formulate a plan with Information Technology Department to have library workstations maintained on a maximum four-year replacement cycle in year two.
2. Coordinate with the Information Technology Department for budget increases necessary for additional workstations in year four.
3. Set up Library Space Planning Committee during year one.
4. Present space needs to Council during year two.
5. Hire an architect to help design space needs during year three.
6. Request a referendum question by year three or four.

**Wireless network will be installed.**

1. Formulate a plan with Information Technology Department to implement a wireless access point for laptop users at the main library and at Pearl Street Branch in year one.
2. Implement the wireless plan in year one.
3. A hot spot will be made available to public in year one.

*Goal #3      The library will promote its value to the business community.*

**Objectives:      A marketing campaign will be created to introduce Enfield businesses to the resources of the library.**

1. Published manuals will be reworked to appeal to local businesses by year four.
2. Chamber of Commerce programs will be initiated that include hosting programs at the library by year five.

**Partnerships and programs will be designed specifically to meet the needs of businesses.**

1. Survey businesses about what information they are looking for and include in Techno Topics by year four.
2. Staff person will represent the library in a business organization or town committee relating to business in year five.





## Service Response – Current Topics and Title

A library that provides current Topics and Titles helps to fulfill community residents' appetite for information about popular cultural and social trends and their desire for satisfying recreational experience.

*Goal #1      Adults will have available materials and services to meet the residents' desire for information on current, high-interest topics and to provide satisfying recreational experiences; these materials and services will reflect openness to all segments of the community.*

Objectives:    **Increase periodical subscriptions to meet current demands from the public.**

1. Increase on a yearly basis a minimum of 10 subscriptions beginning year one.

### **Increase the number of copies of bestsellers purchased.**

1. By year three, the maximum number of bestseller copies purchased will increase from five to ten.
2. Increase materials budget to allow for the increased purchase of bestsellers by year three.

### **Expand topic specific collections to meet current and future demand.**

1. A collection development team will be formed in year one.
2. Entire collection will be analyzed and weeded, as necessary, in year two.
3. Materials budgeted in year two will be reallocated as analysis dictates.

### **Increase book groups offered, including some genre specific groups.**

1. Establish a sight impaired book group in year one.
2. Establish a graphic novel book group in year two.
3. Evaluate all book groups and make necessary adjustments by year three.
4. Increase book group offerings as staffing allows by year four.

### **Enhance the staff's ability to offer Reader's Advisory.**

1. By year three, a request will be made for an additional full-time staff person to alleviate the impact on increase in activity.
2. Yearly training will be provided for Library Assistants in current library methods of reader's advisory beginning year two.



3. Additional page hours in years two through five will be requested as circulation dictates.
4. Analyze branch usage patterns to adjust staff as needed by year three.

**The audio book collection will increase in both Books on CD and MP3 formats. Books on cassette will begin to be phased out.**

1. Books on cassette will no longer be purchased by 12/06.
2. Funding for audiovisual will increase by at least 10% each year beginning year one.

**Enlarge reading area to accommodate need for a quiet comfortable area.**

1. Set up a Library Space Planning Committee during year one.
2. Present space needs to council during year two.
3. Hire an architect to help design space needs during year three.
4. Request a referendum question by year three or four.

**Expand topic specific collections in a variety of languages.**

1. Collections will be expanded by at least 5% each year to meet current and future demands beginning year four.
2. Set up a Library Space Planning Committee during year one.
3. Present space needs to council during year two.
4. Hire an architect to help design space needs during year three.
5. Request a referendum question by year three or four.

**Increase staff to handle increase in demand.**

1. Make requests for additional Library Assistant to alleviate the impact on increase in activity as needed in year one.

*Goal #2 Children and teens will have high-interest materials and services to stimulate their imaginations and to encourage them to read for pleasure; these materials and services will reflect openness to all segments of the community.*

**Objectives: Create adequate space for summer reading program so all children, who desire to participate, can be accommodated.**

1. Set up a Library Space Planning Committee during year one.
2. Present space needs to council during year two.
3. Hire an architect to help design space needs during year three.
4. Request a referendum question by year three or four.



**Establish early childhood literacy programs in conjunction with Connecticut's initiative.**

1. Head of Children/Teen Services will serve on School Readiness Committee beginning in year one.
2. Additional programs will be created to meet the demand of early literacy development beginning year two.
3. Beginning year four, early literacy programs will be expanded to Pearl Street Branch.

**Periodicals will be evaluated and developed to meet the popular interests of children.**

1. Periodical subscriptions will be increased by at least two per year to meet current patron demand beginning year one.

**Offer additional Young Adult programs and market them to a larger community.**

1. Work with Teen Advisory Board and local publications to market library programs and services to teens beginning year two.
2. Offer additional programs as attendance warrants beginning in year three.
3. Request for full-time teen librarian as teen library use increases by year five.

## **Service Response – Commons**

A library that provides a Commons environment helps address the need of people to meet and interact with others in their community and to participate in public discourse about community issues.

*Goal #1      The library will provide public space for meeting and gathering that is recognized as inviting, neutral and safe by all individuals and groups in the community.*

**Objectives:      The library will become the crossroad for community interaction.**

1. Library will be open 70 hours per week by year three.
2. Additional resources will be available 24/7 by year three.
3. Community affairs programming will be enhanced each year beginning year four.



**Meeting rooms will be created.**

1. Set up a Library Space Planning Committee during year one.
2. Present space needs to council during year two.
3. Hire an architect to help design space needs during year three.
4. Request a referendum question by year three or four.

**Study the feasibility of establishing a café.**

1. Set up a Library Space Planning Committee during year one.
2. Present space needs to council during year two.
3. Hire an architect to help design space needs during year three.
4. Request a referendum question by year three or four.

**Staff will develop and maintain a good working knowledge of the community and keep abreast of current developments.**

1. Staff will keep current on town developments through council minutes and published reports beginning year one.
2. Staff will be encouraged to seek volunteer opportunities in the community and participate in town events beginning year four.

**A space planning committee will be established.**

1. Set up a Library Space Planning Committee during year one.
2. Present space needs to council during year two.
3. Hire an architect to help design space needs during year three.
4. Request a referendum question by year three or four.

*Goal #2      The library will provide electronic means of assembling, including video technology.*

**Objectives:      A video facility will be created to enhance library communications to the community.**

1. Grants will be written to provide a budget for video equipment
2. Set up a Library Space Planning Committee during year one.
3. Present space needs to council during year two.
4. Hire an architect to help design space needs during year three.
5. Request a referendum question by year three or four.

**Automated room scheduling will be available.**

1. Collaborative effort with Information Technology Department will be formed to establish services by year three.



**Staff will have expert knowledge of audiovisual equipment.**

1. Training programs will be established by year two.
2. Each staff member will be expected to keep current with technology by year two.